PAVCO

SERVICE PLAN 2009/2010 to 2011/2012

VANCOUVER CONVENTION CENTRE

BC PLACE

REFRESHED SERVICE PLAN – SEPTEMBER 2009

BRITISH COLUMBIA
The Best Place on Earth

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MESSAGE FROM BOARD CHAIR TO MINISTER RESPONSIBLE

To the Minister of Tourism, Culture and the Arts:

On behalf of the Board of Directors of B.C. Pavilion Corporation (PavCo), I am pleased to provide the Corporation's Refreshed Service Plan for the fiscal years 2009/2010 to 2011/2012.

PavCo's core business is the marketing, sales, and management of space in its facilities - BC Place and Vancouver Convention Centre (Convention Centre) - for conventions, trade and consumer shows, sporting, and other events. This Service Plan supports PavCo's mandate of generating economic benefits for the Province through the operation of these facilities.

This Plan summarizes PavCo's long term goals, and describes the organization's priorities to continue its future success.

On April 1, 2008, PavCo amalgamated with Vancouver Convention Centre Expansion Project Ltd. Prior to this, both Corporations had a common Board and Shareholder. The Expansion Project construction division (VCCEP) will wind down following completion of renovations to the existing convention centre, and final commissioning of the Expansion.

The Expansion opened for business in April 2009 with savings from the final budget. Bookings for the expanded facility for major convention business have exceeded initial projections up to fiscal 2013.

The next three fiscal years will see significant change for PavCo's operations. BC Place will undergo major renovations including the replacement of its air-supported roof with a retractable structure. The upgrades will extend the life of BC Place by at least 30 years, with the revitalized facility attracting new business and contributing to the prosperity of the region.

Revitalization and renewal of our facilities will address the major revenue challenges that we have been facing over the past few years, and this revitalization will make us more competitive with other convention cities during these difficult economic times.

Bringing conventions to the Vancouver Convention Centre has a positive impact on all British Columbians through the effects of spending by convention organizers and delegates. The current worldwide economic downturn will present challenges to PavCo to keep the conventions coming to Vancouver. Fortunately, we have a product that we believe is unparalleled in the world, and we are committed to exceeding all booking expectations for the future. We will continue to work with our partners in the tourism community to achieve our goals.

In addition to the ongoing business activity at BC Place and Vancouver Convention Centre, our facilities will be major venues for the 2010 Olympic and Paralympic Winter Games. Where possible, recurring events at the facilities that have been displaced by the Games, have been rescheduled.

So far our facilities have not experienced any significant event cancellations. The combined positive effects of renovated facilities, exposure through the Olympic Games, and superior product should do a great deal to counter the negative effects of the economic recession.

The Refreshed 2009/10 - 2011/12 PavCo Service Plan was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*, and the BC Reporting Principles. The plan is consistent with government's strategic priorities and Fiscal Plan. I am accountable for the contents of the Plan, including the selection of performance measures and targets.

All significant assumptions, policy decisions, and identified risks, as of August 20, 2009, have been considered in preparing the plan. The performance measures presented are consistent with PavCo's mandate and goals, and focus on aspects critical to the organization's performance. The performance targets in this plan have been determined based on an assessment of PavCo's operating environment, forecast conditions, risk assessment, and past performance.

On behalf of the Board of Directors, I would like to thank the Minister of Tourism, Culture and the Arts for his ongoing support of PavCo, and I would also like to thank management and staff for their commitment to PavCo and their contribution towards the success of the organization.

Dave Podmore

David Podmore
Board Chair

ORGANIZATIONAL OVERVIEW

B.C. Pavilion Corporation amalgamated on April 1, 2008, with Vancouver Convention Centre Expansion Project Ltd., the Corporation responsible for construction of the expansion to the existing Convention Centre in Vancouver. The newly formed Corporation under the *British Columbia Business Corporations Act* continues to operate as B.C. Pavilion Corporation, and acts as an agent for the government under the *British Columbia Enterprise Corporations Act.*

B.C. Pavilion Corporation registered PavCo as a business name under the *Partnership Act (British Columbia)* on September 23, 1999.

PavCo has developed a reputation for excellence in the marketing and management of public facilities. Its facilities are operated to realize maximum economic benefit while optimizing financial performance. PavCo owns and operates BC Place Stadium (BC Place) and the expansion to the Vancouver Convention Centre (Convention Centre). PavCo operates the east building of the Convention Centre under a lease with Canada Place Corporation, a Federal Government Authority. PavCo's corporate office, BC Place and the Vancouver Convention Centre are all located in downtown Vancouver.

PavCo's mandate is to generate economic and community benefit for the people of British Columbia through the prudent management of public facilities.

Through its activities, PavCo contributes to the growth of the tourism industry, as many out-of-town clients travel throughout British Columbia after attending events at its facilities. The Convention Centre is the provincial flagship for conventions and leads initiatives to generate convention business throughout the Province. BC Place is the largest indoor gathering place in British Columbia and provides support to industry as a venue for trade and consumer shows, as well as being a major sports and entertainment centre.

Principal stakeholders of PavCo include the Provincial Government; the Government of Canada and Tourism Vancouver as contributing partners to the Convention Centre Expansion; businesses and associations representing the tourism and hospitality industry; clients leasing space for commercial activity and renting space for events; suppliers of goods and services to events; and the general public who attend events.

SHAREHOLDER DIRECTION

PavCo's sole Shareholder is the Province of British Columbia. The most recent *Shareholder's Letter of Expectations*, which outlines the respective roles and responsibilities of PavCo and the Shareholder to achieve the corporate mandate, includes new Directives and Actions as follows:

Directive	Action Response
Report back on the Corporation's sales and marketing program for the expanded Vancouver Convention Centre, including performance measures and targets to monitor the success of the program and that support the tripling of non-resident delegate days by 2015.	PavCo has implemented the first phase of the sales and marketing plan along with its industry partners. This has included activities for opening the expansion of the convention centre, rebranding the facility, and securing representation of the organization in new and emerging markets. Progress updates against the performance targets will be provided to the Ministry on a quarterly basis.
Take the lead on marketing the Vancouver Convention Centre to the international marketplace, and act as a resource in the development strategy and marketing initiatives for regional British Columbia conference centres.	PavCo is working cooperatively with tourism and hospitality industry representatives to ensure marketing activity and representation is in key international markets. PavCo will work with British Columbia's regional conference centres to implement a program that will assist leverage on the Convention Centre's marketing activities, in order to drive business throughout the Province.
Seek input from the BC Olympic Games Secretariat on co-marketing opportunities that leverage their activities leading up to the 2010 Olympic and Paralympic Games.	PavCo will continue working to develop opportunities that arise prior to, and beyond the Olympic Games.
Implement the Shareholder's direction for the retention and refurbishing of BC Place Stadium.	A major upgrade program to BC Place is underway, and PavCo is seeking proposals for the development of BC Place lands in order to achieve the highest, long-term return to the Shareholder.
Continue to explore options and maximize private sector revenue for the public facilities owned/managed by the Corporation, and minimize reliance on government funding.	PavCo is seeking revenue opportunities for BC Place based on timing for the completion of installation of a retractable roof in Spring 2011. PavCo will pursue new business and revenue generating opportunities for BC Place and the Convention Centre, and will work with tourism partners to assist driving new revenue into British Columbia.
Effectively manage the convention centre expansion project budget, schedule and related activities to ensure timely delivery of the project within its established cost to the public, specifically, to complete the project on or under its $883.2 million budget, and before or on March 15, 2009.	Substantial completion of the Expansion of the convention centre was in February, 2009, and full operations commenced in April 2009. The existing convention centre is undergoing a retrofit, and these renovations will be substantially complete by September 2009. Final construction and renovation costs will complete below the $883.2 million budget.
To implement and manage an effective revenue generation program in accordance with direction from the Shareholder.	Revenue generation targets for the Expansion of the convention centre have been surpassed.

Directive	Action Response
Comply with the shareholders requirement to make the public sector carbon neutral by 2010.	The Expansion of the convention centre is built to LEEDS gold standards. Renovations to the existing convention centre and BC Place are to the highest environmental standards. Carbon emissions from use of the corporate facilities are being determined, and energy saving projects implemented to achieve future carbon neutrality.

The complete version of the *Shareholder's Letter of Expectations* can be found on our website at www.bcpavco.com/pdf/expect.pdf

PavCo's Operating Segments

Corporate Services

PavCo operates a Corporate Services division which is led by the Chief Executive Officer (CEO), and manages PavCo's corporate structure and stakeholder reporting. The CEO directs the management teams at BC Place and the Convention Centre. Business loads at PavCo's facilities vary during the year due to scheduling of events, so where practical, and in instances when delivery of services can be carried out more efficiently, services are contracted to third party suppliers.

Vancouver Convention Centre (Convention Centre)

The Convention Centre is strategically located on Vancouver's waterfront and is accessible to all of Vancouver's major visitor amenities in the downtown core. It is British Columbia's premier meeting and convention facility and its reputation for a constant commitment to service excellence has culminated in the Convention Centre being awarded the distinction of "World's Best Convention Centre" by the International Association of Congress Centres (AIPC) for 2008 and 2002 – the only facility to ever be awarded this honour twice!

The Convention Centre tripled in size following opening of its expansion in April 2009 thus enabling it to host multiple, simultaneous events as well as large single events with upwards of 10,000 delegates. The Convention Centre will showcase itself as it participates in the 2010 Olympic and Paralympic Winter Games by hosting the Broadcast and Media Centre for the Games.

In September 2009, the expansion will be passed over to the Vancouver Organizing Committee (VANOC) until March 2010. The existing facility will continue to undergo major renovations through the summer of 2009 and will then operate until November 2009 when it will be handed over to VANOC for the Olympic period.

The Convention Centre is engaged in an extensive marketing campaign designed to optimize the facility's utilization. PavCo is committed to tripling the number of non-resident delegate days at the Convention Centre by 2015. It is well positioned to do so with the opening of its new state of the art expansion.

PavCo's Operating Segments (cont.)

Meeting planners book major non-resident conventions up to ten years in advance of the events taking place, and the process of securing major conventions is extremely competitive, as the host city and province gain significant benefit through spending by convention organizers and delegates at and after the events.

Bookings for the early years following opening of the expansion of the Convention Centre exceed targets, and an aggressive marketing and sales and campaign is being undertaken to secure new business from 2013 onwards. The program includes the following actions to increase attendance:

- Increasing the profile of the Convention Centre brand in the international marketplace
- Enhancing the Convention Centre product so as to make it stand out against its competitors
- Investigating the production of new home grown shows for the facility
- Cooperatively marketing Vancouver with its tourism partners, and supporting BC's regional conference centres in their development
- Supporting pre- and post- event activity for event attendees, to benefit the region's tourism markets
- Increasing market representation in key areas

Further information on the Convention Centre may be found on its website
www.vancouverconventioncentre.com

BC Place

BC Place opened in 1983 and is the world's largest air-supported domed stadium. With seating for 60,000 and 247,000 square feet in exhibition space, BC Place is British Columbia's largest public gathering and meeting space. The facility hosts a variety of banquets and community events, annual trade and consumer shows, and is a venue for professional sports and other entertainment and special events.

PavCo has received approval from its Shareholder to revitalize BC Place. The program entails structural upgrades and improvements that will not only extend the life of the building, but bring it up to standards expected by all users. BC Place will play a prominent role in the upcoming 2010 Olympic Winter Games by hosting the opening and closing ceremonies, nightly award presentations and cultural events for the duration of the Games, and in addition, will host the opening ceremonies for the 2010 Paralympic Games.

The most significant piece of the revitalization program is the replacement of the air-supported roof with a retractable roof. The new roof will facilitate the addition of many new spectator events, and will provide an intimate venue ideal for attracting a Major League Soccer team to Vancouver. The replacement of the roof will occur after the 2010 Olympic and Paralympic Games. A side benefit of these enhancements to BC Place is that the City will now have a fully functional emergency shelter.

PavCo's Operating Segments (cont.)

The current phase of the revitalization program includes interior renovations and new furniture, fixtures and equipment (FF&E), structural upgrades and temporary works related to the roof replacement, and major maintenance requirements. The interior renovations as well as some of the structural upgrades and major maintenance will be completed by late 2009, prior to handing the facility over to VANOC for the Olympic Games. The remaining upgrades, FF&E, maintenance and roof replacement will occur throughout 2010 and early 2011. The revitalization program is further defined in the Capital Plan and Major Projects section of this Service Plan.

Further information on BC Place may be found on its website www.bcplace.com.

CORPORATE GOVERNANCE

PavCo reports to the Minister of Tourism, Culture and the Arts and is governed by an independent eleven-member Board of Directors appointed by the Shareholder.

The Board of Directors provides leadership and direction to the Corporation in a manner consistent with the policies and directives of the Government of British Columbia as outlined in the annual *Shareholder's Letter of Expectations.* PavCo's Board of Directors acts in accordance with the *Best Practice Guidelines - Governance and Disclosure Guidelines for Governing Boards of BC Public Sector Organizations* (2005) published by the Board Resourcing and Development Office and can be found at www.lcs.gov.bc.ca/brdo/governance/.

PavCo's Board members and standing committees are as follows:

Board/Committee	Members		Board/Committee Role
Board of Directors	Chair: Directors:	David Podmore Mark Andrew Derek Brindle Peter Brown Bob Bryant Susan Gomez John Horning Daniel Jarvis Miriam Kresivo Terry Lyons Grant Ritchie	Ensure the Board and management operate in good faith, in compliance with regulatory and legal requirements, and to the highest ethical and moral standards. Individual biographies of the Board Chair and Directors are found at www.bcpavco.com/team
Audit	Chair: Members:	Terry Lyons Dan Jarvis John Horning	Oversee the financial reporting process. Review financial statements, audit plans, reports, and controls with Auditors.
Construction	Chair: Members:	David Podmore Derek Brindle Peter Brown Terry Lyons Grant Ritchie	Monitor the construction process, the transition to the operational phase, and integration of the Vancouver Convention Centre and its expansion. Oversee the planning and implementation process for refurbishment and upgrades to BC Place.
Corporate Governance	Chair: Members:	Miriam Kresivo John Horning Terry Lyons	Monitor governance, Board effectiveness, staffing, compensation issues, and the implementation of all structural changes to the organization.
Finance	Chair: Members:	Peter Brown Mark Andrew Miriam Kresivo	Monitor financial policies, reporting, conflicts of interest, financial budgets, forecasts, risk management, and other related matters.
Marketing & Communications	Chair: Members:	Bob Bryant Mark Andrew Susan Gomez Daniel Jarvis	Monitor and advise on effective external communications policies and protocol for the organization. Provide overall direction and development of the sales and marketing process for the organization.

The Board of Directors has a meeting schedule, prepared in advance of each year, and the Committees meet as needed. All Committees review and develop policy in their specified areas and make recommendations to the Board.

PavCo has published a comprehensive charter of Board activities (outlined in the document *Board Governance Guidelines),* as well as several terms of reference and policies in accordance with the Province's Board Resourcing and Development Office's *Best Practices Guidelines.* These can be found on PavCo's website at www.bcpavco.com/resources.

The Executive Teams

PavCo is led by a team of executives and management with extensive experience in their respective areas of business:

Corporate Office

• Warren Buckley	President and Chief Executive Officer(1)
• John Harding	Chief Financial Officer and Corporate Secretary(1)
• Krista Freeman, BA, CGA	Director of Finance(1)

Vancouver Convention Centre

• Ken Cretney	General Manager(1)
• David Heidt, CA	Vice-President, Business Administration
• Claire Smith, CMP	Vice-President, Sales and Marketing
• Catherine Wong, CMP	Vice-President, Operations

BC Place Stadium

• Howard Crosley	General Manager(1)
• Brian Griffin	Director, Construction
• Graham Ramsay	Director, Business Development
• Harvey Repp	Director, Operations
• Bob Starkey	Director, Business Administration

(1) Corporation Officers

STRATEGIC CONTEXT

Key Strategic Issues

Optimizing Occupancy at the Vancouver Convention Centre

Situation

The Convention Centre operates in a highly competitive, private sector driven business with international service standards. It must be competitive in terms of international expectations and be sensitive to the evolving dynamics of the industry.

Recent major growth in convention centre capacity, particularly in the US, has created a buyer's market where many centres are increasingly using financial incentives and subsidies in order to secure major conventions.

The existing facility is undergoing moderate renovations to achieve an integrated facility with consistent quality of fit and finish.

Discussion

The Convention Centre has achieved a well-balanced mix of business from regional, national, US, and international markets, which has stabilized its operation through the economic and security-related disruptions of the past few years. The Convention Centre was operating at essentially full capacity for a number of years, and now, following opening of the expansion it can attract larger events which otherwise would have been turned away due to space limitations.

Convention Centre management participated in the design development process for its expansion. Management is actively engaged in the development and expansion of staffing and operational systems appropriate to the demands of the expanded facility and the new business levels expected.

Action

PavCo is committed to maximizing the number of non-resident delegates and exhibitors booked at events, as they generate the highest economic returns for British Columbia.

PavCo has implemented an aggressive sales and marketing plan, and by partnering with a number of industry and facility organizations, including British Columbia's regional conference centres, will enhance overall provincial business opportunities and share the anticipated business growth arising from expansion with the other regions in the province.

PavCo has commenced a number of renovation projects in the existing facility, including updating décor and equipment so as to be cohesive with the expansion. Stemming from the expansion connector walkway, there will be an enhanced lobby and upgrades to the existing outdoor plaza area.

Key Strategic Issues (cont)

BC Place Revitalization

Situation

BC Place has not been significantly upgraded since its completion in 1983.

The goal for BC Place to act as an economic engine to expand business opportunities for British Columbia has been met. Located on 13.5 acres in downtown Vancouver, it is ideally situated to attract its core business.

BC Place is British Columbia's largest trade and consumer show venue and remains the only one capable of hosting the province's largest and most successful shows and special events.

The stadium is undergoing extensive renovations to meet expectations of the marketplace. Due to rising land values, and considerable development of adjacent properties and neighbouring areas, there is pressure to increase the current utilization of the site.

Discussion

BC Place averages over 200 event days a year, hosting a variety of trade and consumer shows, sporting and entertainment events.

Major trade and consumer shows all require spring and fall dates, leaving limited availability for new shows or for existing shows to move dates. BC Place needs to attract new events in off-peak periods to diversify the mix of revenue sources, and maximize revenue opportunities from traditional and non-traditional sources.

Most of the profitable business is from regional markets rather than from out-of-province attendees. As a result, economic benefits generated by BC Place to British Columbia are lower than for the Convention Centre.

At many other large sporting venues in North America, shifting game schedules prevent the hosting of other more profitable events. No sporting events are scheduled during the spring consumer show season and BC Place is therefore, able to maximize its revenues from these shows.

The growth of other business opportunities would be complemented by offering a facility which portrays and provides a level of service expected by its users. The expansion of North American team sports and trade show categories remain limited, however, other sports and live entertainment categories show potential for growth.

Action

BC Place is undertaking a major revitalization plan, including a roof replacement, to keep it viable for at least the next 30 years. The stadium will become a cornerstone of an exciting entertainment district unfolding on the north shore of False Creek and the surrounding area, which will include GM Place, a relocated Vancouver Art Gallery, theatres and restaurants.

BC Place is currently renovating and upgrading its food service facilities and concessions, entrances, seating and other guest amenities, and facilities for the disabled on all levels. The stadium is also undergoing structural upgrades in preparation for a new retractable roof which will be installed after the 2010 Winter Olympic and Paralympic Games.

Key Strategic Issues (cont.)

PavCo will seek revenue opportunities for BC Place. A detailed program will be developed to consider the opportunities available.

BC Place will continue its 5-year booking cycle for annual events and enquiries will be accepted to 2020.

BC Place embraces the objectives of the ActNow BC program through initiatives that benefit the community and its staff. BC Place has added a variety of healthy items to its menus, actively supports community active-lifestyle events, and promotes a healthy workplace.

PavCo Facilities and the 2010 Olympic and Paralympic Winter Games

Situation

Both of PavCo's facilities are major venues for the 2010 Olympic and Paralympic Winter Games.

Discussion

BC Place will host the Opening and Closing Ceremonies, the medal awards ceremonies, and the nightly cultural and entertainment events at the 2010 Olympic Winter Games. It will also host the Opening Ceremonies for the 2010 Paralympic Winter Games. The occupancy period at BC Place is from November 2009 to March 2010.

The Convention Centre will be the Main Media Centre for the Games, hosting the Main Press Centre in the east building, and the International Broadcast Centre in the west building. VANOC will occupy the west building from September 2009 to March 2010 and will occupy the east building from late November 2009 to March 2010. Some events will be displaced by the Games.

There will be a quick turn-around time between move-out of the Games and the first events following the Games.

Action

Where possible, events that would have occurred during the Olympic rental period have been rescheduled. Both facilities are working hard to minimize the impact and provide alternate solutions.

As part of VANOC's legacy program, VANOC will contribute towards improvements at BC Place for disabled access and other spectator amenities. PavCo will work with VANOC to ensure BC Place refurbishments fit VANOC priorities, wherever possible.

BC Place and Convention Centre management will leverage new business opportunities arising as a result of the Games and work with the Sport Tourism Task Force, VANOC, and the British Columbia 2010 Olympic and Paralympic Winter Games Secretariat to identify events that may be presented as a part of the various sporting federations' pre-Olympic test events and post-Olympic championships.

It is critical that both facilities return to normal event operation schedules as quickly as possible following the Games. PavCo will ensure appropriate staffing is assigned to coordinate all aspects of the events.

Key Strategic Issues (cont.)

PavCo Operations and the Global Economy

Situation

Changes in business cycles in local, national, and world economies can have a significant impact on operations and economic benefits generated by PavCo's operating facilities.

Many new convention centres have been built or are currently under construction in North America over the past few years, resulting in increased competition to attract new business.

US Border security issues, foreign exchange variations, and a more competitive environment have created booking challenges for the Convention Centre. Increased global awareness for sustainability initiatives and environmental impacts is now becoming a factor in attracting and retaining business.

Discussion

Attendance from non-resident delegates and exhibitors at conventions generates the majority of economic benefits and profitability for the Convention Centre. Most major conventions are booked several years in advance so changes in bookings resulting from global economic fluctuations can impact business for several years.

The Convention Centre also relies on regional and corporate events booked at shorter notice in the remaining available space to maximize occupancy. These infill events are profitable, but generate lower overall economic benefits than conventions and trade shows.

There is a strong positive synergy between the activities of the Convention Centre and the overall economic development objectives of the Province. Benefits arise not only from direct economic impact but also from enhanced business and professional development opportunities.

Most BC Place business is derived from the regional market, so attendance at trade and consumer shows can fluctuate based on local economic cycles. For sporting events, changes in attendance and revenues is impacted by the success of the sports teams as well as the discretionary spending of fans.

Action

PavCo's facilities manage these natural business cycles by attracting a diverse mix of markets and event types as well as by continually developing new markets.

An enhanced marketing program for the expanded Convention Centre is underway, with the objective of tripling non-resident attendance by 2015. The Convention Centre expansion includes a living 'green' roof and in-house blackwater treatment facility, and the Convention Centre's environmental policy includes a large recycling program, the utilization of fresh, local products, and an emphasis on energy conservation.

Improvements to BC Place will bring the facility up to clients' expectations and attract new business. The structural upgrades and implementation of a retractable roof creates economic and environmental sense, as the costs to construct a new stadium could easily reach the billion dollar mark and impact the environment by using a tremendous amount of resources and energy for demolition, disposal and reconstruction.

Key Strategic Issues (cont.)

Staffing - Recruitment and Retention

Situation

Workers at PavCo's facilities include full time exempt and union staff, part time union event staff, and outside supplier's event staff. The opening of the expansion of the Vancouver Convention Centre has also created a need for additional staff to efficiently operate the facility.

Although the employment situation is easing in British Columbia, it remains a challenge to fill vacant positions with qualified applicants.

Discussion

Many of PavCo's staff have been with the corporation for over 15 years and replacement of their skill sets is difficult in the current market.

With a fluctuating event schedule at BC Place, there are periods of very high demand for staff followed by periods of inactivity. In addition, with the upcoming 2010 Olympic and Paralympic Winter Games and the installation of the new retractable roof at BC Place after the Games, PavCo's facilities will be out of normal operating use for periods of time. As a result, a large portion of employees recruited each year move to other new opportunities once they arise.

Outside suppliers are challenged to retain qualified staff due to competition from other employers and competitive pay rates elsewhere.

Action

PavCo is developing an innovative recruitment plan to attract and retain full and part time workers to its facilities. The Corporation will continue to review staffing positions to ensure job positions and pay scales are competitive and adhere to Public Sector Employers' Council (PSEC) guidelines.

PavCo will increase its efforts to recruit qualified persons for vacant positions through more proactive recruiting of minority groups. This will be through colleges and institutions that offer hospitality and tourism programs, recruitment at job fairs, and through targeted advertising programs.

Training programs for existing staff will be expanded to support their movement through the organization.

Mandatory retirement at 65 has now been discontinued, and some employees may be willing to work past that age. Also, recruitment of these people may assist with filling vacant positions.

GOALS, OBJECTIVES, KEY STRATEGIES, PERFORMANCE MEASURES AND TARGETS

Strategic Goals

PavCo has five strategic goals:

- Maximize revenues and economic growth and use funding in a manner that provides optimum return to the Shareholder
- Maintain and increase client services and satisfaction
- Maintain and improve the facilities under our management
- Increase innovation, learning and growth
- Effectively manage major capital project budgets, scopes and schedules

The performance measures used to evaluate PavCo's strategic goals (by facility) are both similar and vary in nature and reflect the different types of business generated by each facility as shown in the following summary table.

	Goal	Strategies	Measures	Applicable Facility	
				Convention Centre	BC Place
1	Maximize Revenues and Economic Growth	Improve Shareholder Investment Return	(1) Economic Benefits Generated	√	√
			(2) Non Resident Delegate Days	√	
			(3) Total Attendance		√
2	Maintain and Increase Client Services and Satisfaction	Provide High Service Levels and Promote PavCo Facilities as Preferred Venues	(1) Service Quality Levels	√	√
			(2) Existing Business Retention		√
3	Maintain and Improve PavCo Facilities	Implement Repair and Maintenance Plans	(1) Gross Margin on Events		√
4	Increase Innovation, Learning and Growth	Support Employee Development and Implement Attractive Compensation System	(1) Employee Retention		√
5	Effectively Manage Major Capital Plans	Continuous and Rigorous Monitoring and Reporting of Capital Works	(1) Achieve Capital Work Milestones	√	√

Strategic Goals (cont.)

GOAL 1

Maximize Revenues and Economic Growth and Use Funding in a manner that provides Optimum Return to the Shareholder

We strive to achieve our mandate, which is to generate economic and community benefit for the people of British Columbia, through the prudent management of public facilities. The events held at our facilities support British Columbia's business and leisure tourism industry, as well as its trade development infrastructure. Our clients and guests from out-of-Province fill hotel rooms, patronize provincial businesses, and conduct pre-and post-event activities throughout the Province.

PavCo also strives to meet its financial targets each year to ensure financial sustainability and to minimize its reliance on Shareholder funding. Client expectations and competition from other venues is causing downward pressure on revenues, while facility operations and external challenges are creating an upward pressure on costs.

It is important for PavCo to maximize private sector revenue and to use the funding provided in the areas most likely to generate long-term economic benefits to British Columbia and profitability to the organization.

Key Strategies

Improve the return to the Shareholder on its investment in PavCo's facilities, primarily through:

- Creating a compelling vision and model for marketing the newly expanded Convention Centre;
- Seeking events from out-of-Province which will generate the maximum amount of economic benefits to our community;
- Seeking and creating high-profile events that will promote growth and support for British Columbia's business base;
- Pursuing global markets for long-term growth;
- Diversifying markets to stabilize long term business;
- Repositioning our facilities as being more flexible to users; and
- Increasing operational efficiencies.

Performance Measures and Targets

Compare economic benefits generated - Economic impacts are calculated based on surveyed or estimated expenditures by organizers and visitors at events in our facilities, subsequent spending in the Province following the event, and the multiplier effect through the economy of such spending. Actual results for Fiscal 2008 and projections for Fiscal 2009 were prepared at the beginning of Fiscal 2009. Estimates for subsequent years have been prepared by PavCo management based on anticipated attendance and activity at the facilities.

Strategic Goals (cont.)

Compare Economic Benefits Generated

Economic Impact from out-of-Province Visitors (in $millions)

Performance Measure	Actual 2007/08	Actual 2008/09	2009/10[2]	Targets 2010/11	2011/12
Convention Centre Economic output [1]	$ 225	$ 192	$ 354	$ 687	$ 794
BC Place out of Province spending	$ 22	$ 24	$ 13	$ 4 [3]	$ 28
Offset by: PavCo net cost [4]	-	$ 13.8	$ 25.4	$ 39.8	$ 23.3

[1] The Convention Centre Economic output in Fiscal 2008 was higher due to several very large events occurring with a high number of non-resident delegates in attendance. Output in Fiscal 2011 will further increase with a full year of operations at the expanded Convention Centre.
[2] Targets for benefits generated from activity at BC Place and the Convention Centre in Fiscal 2010 do not include those related to activities at the 2010 Olympic and Paralympic Winter Games as those are accounted for elsewhere by Government.
[3] Out-of-Province spending will be reduced at BC Place in Fiscal 2011 due to the facility closure for installation of a retractable roof.
[4] PavCo's net cost includes sustaining capital expenditures, but is before depreciation and funding contributions. In Fiscal 2008, PavCo generated a positive contribution of $26.3 million, therefore there was no requirement for a cash subsidy from government.

Economic Impact From all Spending from Events at BC Place (in $millions)

Performance Measure	Actual 2007/08	Actual 2008/09	2009/10[1]	Targets 2010/11 [2]	2011/12
BC Place from all spending	$ 63	$ 63	$ 46	$ 11	$ 78

[1] Benefits generated from activity in Fiscal 2010 do not include those related to activities at the 2010 Olympic and Paralympic Winter Games as those are accounted for elsewhere by Government.
[2] The Impact of spending by all attendees will be reduced in Fiscal 2011 due to the facility closure for installation of a retractable roof.

Gross Domestic Product from Events at Vancouver Convention Centre (in $millions)

Performance Measure	Actual 2007/08	Actual 2008/09	2009/10[1]	Targets 2010/11	2011/12
Convention Centre Gross domestic product[2]	$ 74	$ 65	$ 107	$ 207	$ 239

[1] Benefits generated from activity in Fiscal 2010 do not include those related to activities at the 2010 Olympic and Paralympic Winter Games as those are accounted for elsewhere by Government.
[2] The Convention Centre GDP in Fiscal 2008 was higher due to several very large events occurring with a high number of non-resident delegates in attendance.

Strategic Goals (cont.)

Increased non-resident delegate days at the Convention Centre - As the economic benefit generated by non-resident delegates represents 'new' money coming into the BC economy, this is the first priority and primary performance indicator for the Convention Centre. Non-resident delegate days (NRDD's) are the combination of non-resident delegate numbers and the days they spend at events hosted at the Convention Centre.

Increased attendance at BC Place - Increased attendance levels at BC Place drives higher sales of stadium services, including food and beverage sales. As the number of patrons and events increase, the facility becomes more attractive to corporate sponsors to purchase interior signage and exclusive supply rights.

NRDD's at the Convention Centre and BC Place Attendance

Performance Measure	Actual 2007/08	Actual 2008/09	Targets 2009/10[1]	2010/11	2011/12
Convention Centre – Non Resident Delegate Days	147,119	126,799	233,000	452,000	522,000
BC Place – Attendance[2]	998,000	943,000	1,303,000	151,000	1,050,000

[1] Non-resident delegate attendance will increase in Fiscal 2010 when the Convention Centre expansion opens. Attendance numbers do not include Media for the 2010 Olympic and Paralympic Winter Games, which will occupy the Convention Centre expansion (September 2009 to March 2010) and the Convention Centre existing facility (November 2009 to March 2010).

[2] During Fiscal 2010, some regularly schedule events at BC Place will be displaced due to VANOC's occupancy in preparation for the 2010 Olympic and Paralympic Winter Games. Some events will be rescheduled for after conclusion of the Games. Spectators at the Games will offset the decrease in attendance for the displaced events. In Fiscal 2011, BC Place events will be displaced for the roof replacement.

GOAL 2
Maintain and Increase Client Services and Satisfaction

By increasing satisfaction of our customers, PavCo's reputation as an organization capable of attracting and producing world-class events will drive future attendance levels. This will further enable us to achieve our primary goal of maximizing economic and community benefits in British Columbia. Many of our guests from out-of-province spend extra time in the province post-event, and often return with their families as tourists at a later date.

Key Strategies

- Continue to provide a high level of service to support retaining our customers;
- Work with our industry partners to attract guests who will bring the greatest amount of benefits to local and Provincial economies; and
- Promote our facilities as the preferred venues for client target markets.

Strategic Goals (cont.)

Performance Measures and Targets

Service Quality Survey Scores - Quality Surveys with clients and guests are conducted at our facilities to determine their expectations and satisfaction levels. We will improve service levels where possible. The event business is very competitive and client satisfaction is critical. Negative experiences can lead to clients failing to return or not recommending our facilities to other potential clients.

Percentage retention of existing business - At BC Place, most of our business is from repeat clients who return on a regular basis. We strive to retain our core business. It is very costly to attract new events and also disruptive to shows if event schedules are changed. We will improve our service levels wherever possible in order to retain our clients.

Service Quality and Business Retention

Performance Measure	Actual 2007/08	Actual 2008/09	Targets 2009/10	2010/11	2011/12
Service Quality:					
Convention Centre[1]	89%	90%	75%	80%	90%
BC Place	85%	78%	85%	80%	80%
Existing Business Retention:					
BC Place[2]	95%	81%	48%	25%	75%

[1] Service quality scores at the Convention Centre are expected to decline through Fiscal 2010 as a result of noise and disruption from the associated completion of the renovations to the existing facility. In addition, localized construction around the Convention Centre will have an impact (hotel construction and completion of transportation infrastructure through Fiscal 2009 and 2010). Staff are committed to provide continuing high levels of service through this transition period.

[2] Some major events will be displaced in Fiscal 2010 as a result of the 2010 Olympic and Paralympic Winter Games, and will either be rescheduled for a later date or cancelled. The majority of recurring events will be displaced in Fiscal 2011 due to closure for roof replacement.

GOAL 3

Maintain and Improve the Facilities under our Management

We will maintain our facilities to the best standard possible within our means in order to attract new clients. We are developing repair and improvement plans at our facilities, and also look for ways to enhance some of our services. Upgrades to our properties will make us more competitive with other facilities and should result in an increase in overall occupancy and profitability.

A retrofit of the existing Convention Centre is underway for substantial completion in fall 2009. The refurbishment of BC Place is underway to bring the facility to acceptable standards for clients and guests.

Key Strategy

- Implement repair and maintenance plans to improve the facilities under our management

Strategic Goals (cont.)

Performance Measure and Targets

Gross margin on events - Ongoing repairs and maintenance to our equipment and facilities at BC Place ensure clients hold their events with us and assist us in maximizing margins on those events.

Gross Margin on Events

Performance Measure	Actual 2007/08	Actual 2008/09	Targets 2009/10	2010/11	2011/12
BC Place [1]	37%	37%	24%	60%	28%

[1] The overall margin reduction in Fiscal 2010 is due to the 2010 Olympic and Paralympic Winter Games, where the majority of revenue is from food services. Food services produce lower margins than some other revenue sources at the Stadium. Margins will be higher in Fiscal 2011, as the events being held will be mostly consumer shows which generate higher margins. Margins will decline in Fiscal 2012 as revenues rise significantly, but on lower margin business types.

GOAL 4
Increase Innovation, Learning, and Growth

We strive to keep our employees' skills at optimum levels so that they can participate in our operations in a professional and meaningful way. The new skills that they acquire through their learning activities will maintain PavCo as a leading organization for innovation and creativity in its industry sector. We will monitor training activity and measure the rate of staff retention.

Key Strategies

- Continue to support staff development in required skill areas, build capacity and motivation to achieve our strategic goals; and
- Implement a performance-contingent compensation system that attracts high performance staff

Performance Measure and Targets

Employee involvement - At BC Place, many of our staff hold technical qualifications. In the current employment market, there is high demand for trades staff and there continues to be difficulty in attracting them to our facilities. Through continuous improvement programs, PavCo will strive to retain a high proportion of our employees on a long-term basis. Due to the cyclical nature of our events, it is also a challenge to retain our part-time employees, and the ongoing process of hiring new staff is costly.

Employee Retention

Performance Measure	Actual 2007/08	Actual 2008/09	Targets 2009/10	2010/11	2011/12
BC Place	78%	91%	86%	70% [1]	80%

[1] Retention is expected to decline in Fiscal 2011 due to facility closures, and turnover of staff following the 2010 Olympic and Paralympic Winter Games.

Strategic Goals (cont.)

GOAL 5
Effectively Manage Major Capital Work Budgets, Scope and Schedules

PavCo's objective is to provide facilities that allow Vancouver to remain competitive in convention markets by retaining existing events which are expanding beyond current capacities and to secure new, and larger meeting, convention and event business. PavCo is striving to provide significant public amenities while meeting the requirements for a desirable city context, and meet market expectations.

Key Strategy

- Manage major capital project work, including the completion of the Convention Centre expansion and the BC Place revitalization program, through continuous and rigorous monitoring of progress towards the achievement of Project Milestones.

Performance Measure and Targets

Achieving major capital work milestones – The expansion to the Convention Centre was completed in March 2009, and renovations to the existing Convention Centre will continue through fiscal 2010. The BC Place revitalization program is underway, and the replacement of the roof will commence in spring 2010.

Major Capital Work - Milestones

Performance Measure	Actual 2007/08	Forecast 2008/09	2009/10	Targets 2010/11	2011/12
Convention Centre Expansion:					
Expansion Project	65% Complete	100% Complete	-	-	-
Connector	21% Complete	100% Complete	-	-	-
Renovations to existing facility[1]	Commenced	20% Complete	90% Complete	100% Complete	-
BC Place Revitalization Program:					
Phase 1 Interiors	-	40% Complete	100% Complete	-	-
Phase 1 Structural Upgrades	-	20% Complete	100% Complete	-	-
Major Maintenance	-	5% Complete	12% Complete	85% Complete	100% Complete
FF&E	-	-	10% Complete	85% Complete	100% Complete
Retractable Roof[2]	-	5% Complete	30% Complete	85% Complete	100% Complete

[1] The renovations to the existing Convention Centre will be substantially completed prior to the 2010 Olympic and Paralympic Winter Games; some renovation work and finishes will be deferred until after the Games.

[2] Feasibility studies were conducted in 2008 regarding options for replacement of the BC Place roof. Government approval for the roof replacement was received in late 2008.

CAPITAL PLAN & MAJOR PROJECTS

PavCo has committed or anticipates to make commitments in excess of $50 million towards capital costs for the following major capital projects:

Vancouver Convention Centre – Expansion Project

The scope of the Convention Centre Expansion Project (the Project) includes the design, construction and commissioning of an expansion to the existing Convention Centre, a connector between the new and existing facilities, and renovations to the existing facilities within Canada Place.

The Project's final budget has funding contributions as follows:

	(in $ millions)
Province of British Columbia	$ 540.7
Government of Canada	222.5
Tourism Vancouver	90.0
PavCo – Revenue Generation	30.0
Total	$ 883.2

The Expansion Project was completed on schedule and opened for business in April 2009. Upgrades are underway on the existing convention facility, and it is estimated that 90% of the renovations will be completed by September 2009, prior to the facility being handed over to VANOC for the 2010 Olympic and Paralympic Winter Games. The remaining renovation work and finishing on the Expansion Project will occur after the Olympic period.

BC Place Stadium – Revitalization Program

The scope of the $365 million BC Place revitalization program includes interior renovations, new furniture fixtures and equipment, the design and construction of a new retractable roof and structural upgrades and temporary work to the facility in order to implement the retractable roof. Major maintenance items within BC Place, including elevator and seismic upgrades, upgrading life safety and mechanical systems, and modifications and upgrades to the stadium floor are also part of the revitalization program. The BC Place roof replacement and upgrade project is both unconventional and complex from a design/engineering perspective. The province is currently assessing project budget risks and possible mitigation strategies.Further detail of the revitalization project is at www.bcpavco.com/pdf/capproj.pdf.

Major Capital Expenditures (in $ millions)

Scope of Work	Actual 2007/08[1]	Actual 2008/09	2009/10	Targets 2010/11	2011/12
Convention Centre Expansion[2]	$ 543.0	$ 242.3	$ 38.8	$ 4.8	$ -
BC Place Revitalization Program	-	44.7	148.2	141.1	31.0
Total Expenditures	$ 543.0	$ 287.0	$ 187.0	$ 145.9	$ 31.0

[1] Actuals for Fiscal 2007/08 are cumulative capital expenditures to date.

[2] The renovations to the existing Convention Centre will be substantially completed prior to the 2010 Olympic and Paralympic Winter Games; some renovation work and finishes will be deferred until after the Games.

SUMMARY FINANCIAL OUTLOOK

Financial Forecast

Five-Year Financial Comparison for Operations (in $ millions) - PavCo Consolidated[1]

	Fiscal 2007/08 Actual	Fiscal 2008/09 Actual	Fiscal 2009/10 Budget[2]	Fiscal 2010/11 Forecast	Fiscal 2011/12 Forecast
Revenues					
– Sales	33.263	32.139	50.584	39.791	56.452
– Contribution Bridge Studios	33.569	-	-	-	-
– Government Contribution[3]					
○ Sustaining	0.289	9.954	14.730	9.042	11.022
○ Deferred Contributions	3.260	2.755	30.701	41.435	36.261
Total Revenues	70.381	44.848	96.015	90.268	103.735
Expenses					
– Operating costs	38.252	41.873	69.633	72.808	67.190
– Amortization [4]	3.381	2.975	32.906	47.331	47.661
Total Expenses	41.633	44.848	102.539	120.139	114.851
Net Income (deficit) after government subsidy	28.748	0	(6.524)	(29.871)	(11.116)
Debt	0.243	0.143	50.000	200.000	213.000
Retained earnings (operating deficiency)	27.813	27.813	21.289	(8.582)	(19.698)
Major capital expenditures [6]	242.820	286.993	217.643	145.978	31.000
Annual sustaining capital work	2.251	4.064	6.406	6.839	12.657

[1] BC Pavilion Corporation and Vancouver Convention Centre Expansion Project Ltd. amalgamated effective April 1, 2008. The financial results of the two facilities are combined to reflect the Amalgamation.

[2] Fiscal 2009/10 is the first year of operations for the expansion of Vancouver Convention Centre, and will include financial results for the combined facility.

[3] The Government contribution is to cover operations shortfalls and renewal of capital assets. Funding is provided through the Ministry of Tourism, Culture and the Arts.

[4] Amortization will increase in Fiscal 2010, following completion of construction of the Vancouver Convention Centre. It will further increase in Fiscal 2011 and Fiscal 2012 following renovations to BC Place.

[5] Major capital expenditures include approved capital projects of over $50 million, plus other major capital projects.

Key Assumptions

- The core business units are the expanded Vancouver Convention Centre and BC Place.
- PavCo will work with the Shareholder to determine options for funding future forecast deficits to ensure financial stability.

Financial Forecast (cont.)

Forecast Risks and Sensitivities

- Revenue estimates are based on current bookings and expected pick-up business. These estimates could change if there are world events during the period that impact business travel and tourism. Estimates will be monitored and adapted as conditions change.
- Fluctuations in the value of the Canadian dollar against other currencies could affect the amount of out-of-country business attracted to PavCo's facilities.
- Fuel costs are a major component of facility operating costs. Rising fuel costs and cold winter weather can significantly add to costs during the winter months.
- BC Place will close for a significant portion of Fiscal 2011 for replacement of the roof.

OPERATING SEGMENT SUMMARY INFORMATION

Vancouver Convention Centre

Five-Year Financial Comparison for Operations (in $ millions)
(Including operations of the expanded Convention Centre commencing Fiscal 2009/10)

	Fiscal 2007/08 Actual	Fiscal 2008/09 Actual	Fiscal 2009/10 Budget[1]	Fiscal 2010/11 Forecast	Fiscal 2011/12 Forecast
Revenues					
– Sales	18.211	17.707	22.195	37.686	39.198
Expenses					
– Operating costs	19.984	23.172	42.700	45.061	41.008
– Amortization	0.627	0.555	19.133	21.204	21.680
Total Expenses	20.611	23.727	61.833	66.265	62.688
Net Income (Deficit)	(2.400)	(6.020)	(39.638)	(28.579)	(23.490)

Major capital expenditures [3]	250.611	242.277	41.071	4.805	0
Annual sustaining capital work	0.761	3.660	5.786	5.719	3.837

[1] The facility will be the Main Press Centre and International Broadcast Centre for the 2010 Olympic and Paralympic Winter Games.
[2] Includes approved capital projects of over $50 million, plus other major capital projects.

Financial Forecast (cont.)

BC Place Stadium

Five-Year Financial Comparison for Operations (in $ millions)

	Fiscal 2007/08 Actual	Fiscal 2008/09 Actual	Fiscal 2009/10 Budget[1]	Fiscal 2010/11 Forecast[2]	Fiscal 2011/12 Forecast
Revenues					
– Sales	13.298	13.247	27.299	2.055	17.204
Expenses					
– Operating costs	17.253	17.375	24.473	25.667	24.061
– Amortization	2.735	2.400	13.733	26.062	25.916
Total Expenses	19.988	19.775	38.206	51.729	49.977
Net Income (Deficit)	(6.690)	(6.528)	(10.907)	(49.674)	(32.773)
Major capital expenditures [4]	-	44.716	176.572	141.172	31.000
Annual sustaining capital work	1.486	0.404	0.450	0.800	8.800

[1] Revenues and operating expenses will increase in Fiscal 2009/10 as a result of increased event activity. BC Place will host ceremonies for the 2010 Olympic and Paralympic Winter Games.

[2] BC Place will be refurbished to bring it to standards expected by clients and guests. The facility will be closed for replacement of the roof.

[3] Includes approved capital projects of over $50 million, plus other major capital projects.

Corporate Services

Five-Year Financial Comparison (in $ millions)

	Fiscal 2007/08 Actual	Fiscal 2008/09 Actual	Fiscal 2009/10 Forecast	Fiscal 2010/11 Forecast	Fiscal 2011/12 Forecast
Revenues[1]	1.754	1.185	1.080	0.050	0.050
Expenses					
– Operating costs[2]	1.015	1.326	2.460	2.080	2.121
– Amortization	0.019	0.017	0.040	0.065	0.065
Total Expenses	1.034	1.343	2.500	2.145	2.186
Net Income (Deficit)	(0.720)	(0.158)	(1.420)	(2.095)	(2.136)
Annual sustaining capital work	**0.004**	**0**	**0.170**	**0.020**	**0.020**

[1] Revenues will decrease after Fiscal 2010, with the draw down on cash reserves to fund upgrades on BC Place.

[2] Operating costs have increased subsequent to Fiscal 2008 due to the appointment of a full-time Chief Executive Officer and key operational staff for the Corporation, and other initiatives to support the facilities.

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